



# CBM Report 2017

# Accountable Now

**Executive Summary**

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**We are CBM**

CBM is a Christian international development organisation, committed to improving the quality of life of people with disabilities in the poorest communities of the world irrespective of race, gender or religious belief.

Based on its core values and over 100 years of professional expertise, CBM addresses poverty both as a cause and as a consequence of disability, and works in partnership to create an inclusive society for all.

CBM is a federation composed of 11 national member associations based in Australia, Canada, Germany, Ireland, Italy, Kenya, New Zealand, South Africa, Switzerland, the United Kingdom and the United States and an international office with a network of regional and country offices that work closely with our partners in Africa, Asia and Latin America.

**Our approach**

Disability-inclusive development (DID) is the framework of all our programme work and the key theme which drives our activities and the impact of our work. We believe that this is the most effective way to bring positive change to the lives of people with disabilities living in poverty and their communities. Through our DID approach, we address the barriers that hinder access and participation and actively seek to ensure the full participation of people with disabilities as empowered self-advocates in all development and emergency response processes.

**Our work**

With a global network of partners, CBM seeks to build and promote an inclusive world in which all persons with disabilities enjoy their human rights and achieve their full potential. Our work includes:

- Supporting comprehensive health care systems and services in eye health, ear and hearing care, community mental health and physical rehabilitation.
- Ensuring inclusive education for all, reaching the most marginalised.
- Building inclusive, resilient communities through community-based inclusive development.
- Implementing inclusive emergency response and disaster risk reduction.
- Strengthening international advocacy and alliances to realise the human rights of persons with disabilities and the promotion of DID.

## Opening Statement

In October 2016, the CBM Federation Strategy 2021 was approved and with it, the redesign of our organisation. Nearly two years have passed and we find ourselves in the middle of a major transformation process – accountability being an integral part of it.

To achieve our mission, we need to be truly and equally accountable to our donors and to the people and communities we serve. Consequently, our Federation Strategy calls for “strengthened accountability and improving our efficiency” and it outlines “an organisational design that creates closer links between donors and beneficiaries, and which will allow CBM to increase the quality and impact of our programmatic work”. The current public discussion around accountability in the NGO sector that was triggered by misconduct of NGO staff in certain organisations, underscores how crucial true accountability is to the credibility and sustainability of all our efforts.

By extension this means that we need to have a close look at accountability in the relationships with our implementing and alliance partners as a way of ensuring we keep the topic of accountability high on our internal agendas and in the minds of leadership and staff.

We have identified and are implementing various measures throughout our transformation agenda to further develop accountability and achieve our mission of improving the quality of life of women, men, girls and boys with disabilities in the poorest communities of the world.

Examples of these are: the introduction of a new performance management system, a comprehensive review of end-to-end processes such as our partner assessment and reporting systems, the introduction of core standards for Disability Inclusive Development (DID), the roll-out of new dimensions in our whistle-blower system, the review of our internal audit function, the introduction of a new operating model for the CBM Federation and a strong effort to harmonise reporting and response systems across the CBM Federation. All of this has been made possible by the redesign of our governance and executive management setup as a federation.

Transformative change is a journey on which we need to take all stakeholders of CBM. It is thought-provoking and we constantly challenge ourselves to ensure that internal change leads to further improving the quality of life of persons with disabilities, rather than focussing on transformation for its own sake. Communication, accountability to staff, a true desire to shift power as well as resources and a relentless focus on being accountable to the recipients of our work and our donors are the guiding principles for our transformation, that will continue to drive transformative change in the lives of persons with disabilities by addressing systemic discrimination long into the future.

Respectfully,



Dr. Rainer Brockhaus  
Chairman International Leadership Team - CBM International

August 2018

## Strategic goals for the CBM Federation

Following the approval of CBM's Federation Strategy 2021, CBM has embarked on a major transformation process in order to create an organisation that is fit to achieve its mission in a dynamic environment.

The Federation Strategy 2021 includes four programmatic goals for the entire CBM Federation. When CBM International started to translate these programme goals into concrete activities and targets, it became clear that the goals lacked clarity in order to guide the day-to-day operations. Therefore, a Strategy Clarification process was initiated and carried out in 2017. The Strategy Clarification focused on establishing clarity around the programmatic goals and was finalised in mid 2018.

The Federation Strategy also set out three organisational goals which refer to the structural redesign of our organisation, the growing of CBM's income base, and the assessment of CBM's contribution to change. In 2017, CBM made significant progress on the redesign of its governance and executive management structures which has helped to strengthen our organisational setup as a federation.

CBM introduced a new governance and executive management that comprises of three tiers: Supervisory Assembly (SA), International Leadership Team (ILT), Management Meeting (MM). The rationale for this set-up was to include our Member Associations more systematically in the governance and executive management of the CBM International and to strengthen coherent end to end accountability from our donors through to the recipients/beneficiaries of our work.

The Supervisory Assembly (SA) is the supreme authority of the organisation. The Supervisory Assembly is constituted of one representative from each CBM member association's Governance Board or comparable body. Thus, a structure allowing for effective coordination and alignment of all parts of the CBM federation has been established at the highest level of the organisation.

The International Leadership Team (ILT) is the Executive Management body for CBM International and the CBM Federation worldwide. It is responsible for the functioning of the CBM Federation and ensures a smooth and quick decision making and a closer link between CBM Member Associations and CBM International. Members of the ILT are the National Directors of the six largest CBM Member Associations, the Chief Programme Officer and the Chief Operations Officer of CBM International. Together they constitute the new legally responsible executive management body ("Vorstand") of CBM International eV.

The Management Meeting (MM) is the operational decision-making forum of CBM International. Compared to the more strategic International Leadership Team, the Management Meeting is oriented towards operational matters. It focuses on general processes and regulations that ensure coordinated execution of business matters in CBM International and topics that go beyond a single operational division of CBM International. The Management Meeting consists of the Chair of the International Leadership Team (ILT), the Chief Programme Officer CBM International and the Chief Operating Officer CBM International. The Director International Executive Office CBM International regularly participates in the meetings as an attendee.

The Federation Strategy also introduced nine focus areas for CBM's programme work, which will be Disability Inclusive Development, Inclusive Eye Health, Community-Based Inclusive Development, Community Mental Health, Humanitarian Action, Ear and Hearing Care, Inclusive Education, Physical Impairment, Livelihoods. These focus areas will be equipped with a dedicated team of technical experts and specific budget to develop and implement a programmatic strategy for each area.

In April 2017, the ILT approved a new operating model which moves more programmatic decision making to the country level, in close proximity to our partners and beneficiaries. The new model is built on a new field structure which invests in country offices that are central for delivering CBM's international work at country level and streamlined regional hub offices with core functions to support the country level work.

This new operating model also introduces new ways of effective and complementary collaboration across the CBM Federation, especially among country offices, programme focus areas and Member Associations (three-way country collaboration). The exact roles and responsibilities of country offices and regional hub offices, the key positions required for this work and detailed reporting lines were defined along with key accountabilities. The transfer of current programmatic Regional Office functions to Country Offices will be progressive over the next 1-2 years. With the new Operating Model, CBM establishes clear roles and structures, creates geographical and programme focus and reach, and strengthens the connection between the supporters who give money to CBM and the recipients of the assistance.

## **A Impact achieved**

To better understand the impact of our work, CBM uses a variety of tools. CBM collects quantitative figures on outputs achieved from our partner organisations (see Global Report of Activities in Annex C). From these statistics, we know that, in 2017, CBM was active in 54 countries, supported 530 projects and worked with 376 partners who reached 9,181,297 people through CBM's core activities. This was achieved with the support of 1,014,148 active supporters/donors from 11 member associations. CBM also commissions evaluations of specific programmes and projects to better understand the qualitative aspects of their programmatic results. At the end of 2017, CBM commissioned a meta evaluation of 24 project evaluation reports from 2016 and 2017. The results show some encouraging evidence for CBM's impact at individual and community level, but little impact at institutional level.

In order to maximise this impact, and also to ensure consistency of quality and increased effectiveness, CBM developed a new programme quality framework, that includes 12 programme quality principles and commitments, among them partnership and sustainability. This programme quality framework will be finalised and introduced to the organisation in the second half of 2018.

CBM is committed to genuine partnership, such as with Disabled People's Organisations (DPOs), NGOs, INGOs, governments and donors in our programme countries, as well as where we raise funds. CBM believes this is the most effective way of achieving greater and more sustainable positive changes in the lives of the poorest and most disadvantaged. Consequently, CBM emphasises strengthening and building of capacities of national and local organisations, and more specifically DPOs.

CBM is a globally recognised leading organisation in disability inclusive development (DID). We engage with several key stakeholders through partnership, are involved in a number of international development processes, and publish resources for the wider INGO community covering a wide range of topics of disability inclusion in development activities.

One of CBM's core values is inclusion. In practice this means the organisation takes proactive measures to ensure that our working environment and the work we implement through our partners are accessible to, and inclusive of, persons with disabilities.

This commitment is expressed in the [inclusion policy framework](#) (see Annex D) adopted in February 2017, which highlights CBM's working principles for inclusive programmes as well as our standards for a disability inclusive work place.

Furthermore, CBM approved five essential DID standards to guide all our work:

- DPOs and persons with disabilities are engaged in every stage of our project cycle management (PCM) and advisory work.
- Non-discrimination is practiced and demonstrated in our programmes, policies and position papers.
- The voice, choice and autonomy of women, men, girls and boys with disabilities are respected in our programmes.
- Programmes demonstrate that measures have been taken to provide equal opportunities for women, men, girls and boys.
- All aspects of our programmes and operations are fully accessible, in line with the principles of universal design.

## **B Stakeholder Involvement**

CBM's major stakeholder groups are the recipients of assistance in CBM-supported programmes (persons with disabilities and persons at risk of disability, their families and communities those persons live in, as well as the population most affected by a crisis, including persons with disabilities and their families) and individual and institutional donors providing financial resources for these programmes. Other stakeholders include partner organisations in programme countries and member association countries (e.g. advocacy and alliance partners, civil society organisations, research institutes, etc.) and CBM staff.

CBM does not implement programmes on its own, but always cooperates with partner organisations from the programme country in order to ensure local ownership of CBM-supported projects. In 2017, CBM strengthened this partnership approach by reviewing its partnership principles within the framework of its overall programme commitments.

These partnerships always include a capacity development component in order to ensure that CBM programmes have a lasting impact beyond the project cycle. This is also reflected in the sustainability commitment outlined in CBM's programme quality framework.

The involvement of stakeholders is further reinforced by the application of participatory approaches at various stages of CBM's inclusive project cycle management or in overarching programmatic processes such as country planning.

CBM reviewed the portfolio of supported countries in 2017, and decided to focus on 25 priority countries in the future. For those countries, country offices will be set up (if not already existing) and country planning will be initiated. In addition, there will be 18 countries where CBM will support specific interventions which will be determined by a specific need or a specific opportunity.

These stakeholders can reach out to CBM using the following channels and processes.

The programme feedback system is focused on the quality and efficiency of CBM's programme work. Feedback can be submitted by sending an email to [feedbackprogramme@cbm.org](mailto:feedbackprogramme@cbm.org).

The [whistle-blower system](#) (see answer J3 for details) allows the anonymous reporting of cases related to bribery and corruption, fraud / embezzlement / theft (misappropriation of property and assets) / safeguarding / abuse / sexual harassment / nepotism / violations of data protection regulations / other violations of legal requirements or internal regulations. Reports are handled according to a strict protocol and followed up closely by the internal audit team.

2017 is the first year that CBM participates in the self-evaluation process of the Core Humanitarian Standard (CHS). During the CHS self-assessment process, CBM has received positive and negative feedback from partner organisations. While the partnership approach was very much appreciated by the partner, their main negative feedback related to the lack of systematic investment in organisation development (particularly our national partners including DPOs) as well as the lack of systemic learning frameworks to capture important evidence for change.

## C Organisational Effectiveness

In late 2016, CBM introduced a new governance and executive management that comprises of three tiers: Supervisory Assembly (SA), International Leadership Team (ILT), Management Meeting (MM). The rationale for this set-up was to include our member associations more systematically in the governance and executive management of CBM International and to strengthen coherent end-to-end accountability from our donors through to the recipients/beneficiaries of our work.

CBM's financial means are made available by the member associations as CBM International does not raise funds on its own. CBM International's Articles of Association (Annex F) is the guiding document which defines the relationship with the Federation's member associations and the modus operandi for resource acquisition and allocation of funds (Article 4 – Financial Resources of the Organisation). The funds for project work and operational costs are agreed on an annual basis and committed by each member association, together with an annual flat-rate proportionate to their respective voting rights.

Mechanisms are in place which enable the reporting of project funds which are no longer needed for the originally planned purpose, and which enable the subsequent reallocation to an appropriate project. Monitoring of the transfer and utilisation of funds takes place on a quarterly basis and is discussed at senior management level.

CBM has several mechanisms in place to prevent the misuse of funds, i.e. a clear policy to prevent corruption and fraud in all activities and operations, as well as a [whistle-blower system](#) to anonymously report any incidents. In addition, CBM conducts internal audit field-level checks and has a standing operating procedure (SOP) for red flag incident reporting.

With regard to human resources, CBM is committed to diverse and inclusive employment at all levels of the organisation and within its partner organisations. This is reflected in CBM's inclusion policy framework (see Annex D). CBM is also committed to building national capacity in its country and regional structures as well as in partner organisations. Therefore, recruitment of local staff at a national level is prioritised wherever possible (see recruitment guidelines in Annex E). CBM also takes the well-being of its staff seriously and provides training and awareness building through its Health, Safety & Security Unit. This unit offers pre-departure travel briefings, traveller security training, and a 24/7/365 crisis hotline for all staff to report incidents and receive immediate support in times of crisis.

During 2017, CBM continued to strengthen its management and administration, by seeking ways to improve the financial reporting process for partners, to reduce complexity in the annual budgeting process and to document processes in a standardised manner. This was all done with a view to reduce risk, ensure compliance and increase accountability.

## List of Annexes

- Annex A: Child-safe communication guidelines
- Annex B: CBM Theory of Change
- Annex C: Global Report of Activities 2017
- Annex D: Inclusion policy framework
- Annex E: High level recruitment guidelines
- Annex F: CBM International's Articles of Association
- Annex G: Policy Preventing Corruption and Fraud



## List of Abbreviations

BMZ	German Ministry for Development Cooperation
CEO	Chief Executive Officer
CHS	Core Humanitarian Standard
CRPD	Convention on the Rights of Persons with Disabilities
CSO	Civil Society Organization
DID	Disability-Inclusive Development
DPO	Disabled people's organization
IDA	International Disability Alliance
IDDC	International Disability and Development Committee
IEO	International Executive Office
ILT	International Leadership Team
INGO	International Non-Governmental Organisation
IO	International Office
KPI	Key Performance Indicator
KPO	Key Performance Objective
MA	Member Association
MM	Management Meeting
NGO	Non-governmental Organization
PCM	Project Cycle Management
SA	Supervisory Assembly